



Report to: Finance Committee
Agenda item: 3
Date: 16 January 2014
Subject: Revenue Budget and Capital Programme 2013/14
Quarter 3 Forecast Report
Sponsor: Head of Finance
For: Information

1. PURPOSE OF PAPER

- 1.1 This report provides the monitoring and forecast revenue and revised capital programme position for the British Transport Police (BTP) for 2013/14. The forecast outturn reflects the best view of business as at the third quarter 2013/14.
- 1.2 Appendices A and B set out the position on the revenue budget for BTP and shows the forecast outturn position to be broadly in line with the approved net budget of £253.2m. With a minor under spend on the overall budget of £219k or 0.1%.
- 1.3 Appendix C sets out the position for each scheme in the capital programme including a the phasing of this programme; this follows a detail review carried out which means the overall capital outturn for 2013/14 of £9.8m including a contingency of £300k reflecting an £1.2m under spend against the revised capital programme budget. This is summarised in Table 1, section 4.
- 1.4 Appendix D shows the establishment (budgeted staff numbers) and the actual numbers in post as at Period 9 for Areas and FHQ Departments. The Service was 156 FTEs or 3% below the overall establishment of 4,778 FTEs as at Period 9.
- 1.5 Appendix E shows the balance sheet position as at the end of the third quarter (Period 9).
- 1.6 Appendix F shows the cash flow forecast to 31st March 2014 as at period 9.



2. REVENUE BUDGET

2.1 The revenue budget for 2013/14 reflects a challenging target with savings of £3,128k already embedded in non front line budgets to allow more officers to be deployed. The outturn as at Period 9 is in line with the approved budget for net expenditure. This is an under spend of £219k or 0.1% outturn position for BTP as a whole. The individual Departments and Areas forecast outturns are close to their budget which includes the savings targets that have already been agreed. This position reflects a year end position that takes into consideration all identified elements of force restructure funding requirements as at Period 9. Area and Departmental budget holders are challenged at each period's Finance Review meeting on their year to date variances and confidence of achieving their year-end forecast. These reviews and challenges to forecast outturns has identified further opportunities for savings to help support the Force Re-structure and deployment of additional resources to the Front Line. The in year savings that have been identified are sufficient to allow the previously identified balance sheet reserves (£1.1m) to be no longer required to fund the costs of restructure in this year.

The Period 9 revenue expenditure position is an under spend of £267k which is a variance of 0.2%. This is due to vacancies in Police Officer and Police staff vacancies. An overspend on goods and services caused by increased Recruitment training costs due to the Recruitment drive and additionally uniform costs for increased numbers of recruits. There are higher than expected vehicle costs due to Intelligence Gathering and Covert operations in TP & Crime. The other significant element causing under spend is the increase to other income. This largely reflects an increase in other revenue, recovering more than expected, on the Rail Safety Camera Partnership, Secondment income from prior years, Proceeds of Crime drawdown, European Rail Police Association refund.

2.2 Force Re-structure

The fundamental driver for a new structure now being the operational requirement to realise the 20-20-10 objectives, a significant amount of qualitative and quantitative analysis has been carried out in order to further inform proposals for the future target operating model. This has included crime, incident, disruption and response capability analysis as well as in depth internal organisational assessment, benchmarking and stakeholder analysis. Some of the most fundamental metrics are the current and



expected distribution of crimes, incidents and minutes lost to disruption across the network. This was set out in the paper to the British Transport Police Authority on Force Strategic Change Programme on the 13 June 2013.

The costs of the Force Re-structure are set out below

Cost of change	13/14	14/15
Project team	450	200
Additions to project team	125	
Redundancy	1700	
Outplacement support	60	
Training	50	
Recruitment	130	200
	2515	400

The Force Re-structure Project costs are funded through use of balance sheet reserves and additional savings in year. The savings generated from the new Divisional structure are then re-invested into additional Police Officers. There has been work ongoing to identify these additional savings to meet the restructure costs.

The table below reflects where savings have been identified in 2013/14 and that the re-structure costs can be funded.

	Details	Type	Force Restructure	Other	Total
Savings (identified)	Airwaves	Ongoing	£ '000 -640	£ '000 -53	£ '000 -693
	Inspectors	Ongoing	-510	0	-510
	Forensics	Ongoing	-105	-80	-185
	Rate Rebates- L South/Estates	One off/Cash	-360	0	-360
	Staff Savings Finance Reviews was -£600k	One off/Cash	-900	-229	-1129
				0	0
	FORCE RESTRUCTURE RESERVE Bal Sheet was -£600k	One off/Reserve	0	0	0
	Total Savings		-2515	-362	-2877
Proposed Expenditure	Force Restructure was £2815k	One off	2515		2515
	Chief Inspector	Ongoing		79	79
	Change Management	One off	TBA		0
					0
	Total Proposed Expenditure		2515	79	2594
	Additional Savings (-) / Budget Pressures (+)		0	-283	-283

2.4 Appendix A shows the full year forecast for each Department and Area.



2.5 Appendix B sets out the outturn position by expenditure and income classification. The expenditure elements are largely within tolerance and where these are not plans are in place to bring them into line.

3. BTP ESTABLISHMENT AND ACTUALS IN POST

3.1 Appendix D shows the BWT (Budgeted Workforce Target) and actuals in post position for BTP. At Period 9 BTP was 104 FTEs or 2.2% below the overall BWT of 4,763 FTEs (Police Officers – 13 FTEs (0.45%) below BWT, Police Staff 92 FTEs (6.0%) below BWT, and PCSOs – 1 FTEs (0.1%) below BWT.

Police staff recruitment is under tight review and control in light of the Strategic Change Programme.

3.2 Whilst Pay budgets are now set on the basis of the Budgeted Workforce Target (BWT) in each period, this approach combined with proactive workforce planning has ensured the maximum number of staff are employed and are affordable from BTP's pay budgets.

4. CAPITAL PROGRAMME

4.1 Table 1 below shows the Revised Capital Programme in summary and appendix C shows the detailed programme by individual scheme.

Table 1 – Summary Capital Programme

Department	Original 2013/14 Budget	Revised 2013/14 Budget- P9	P9 YTD Spend plus Commitment	Period 8 Forecast for P9 YTD Spend plus Commitment	Period 9 Full Year Forecast	Variance Original Budget/Forecast	Variance Revised Budget/Forecast
Estates	£000 5,241	£000 3,288	£000 1,587	£000 1,422	£000 3,288	£000 1,953	£000 0
Technology	2,552	4,177	1,426	2,799	3,568	(1,016)	609
CCTV	35	0	(4)	(4)	(4)	39	4
Fleet	2,152	2,152	1,434	1,757	2,152	0	0
Other equipment etc	319	479	413	381	503	(184)	(24)
Contingency	900	900	0	0	300	600	600
TOTAL BTP FUNDED CAPITAL PROGRAMME	11,200	10,996	4,856	6,355	9,807	1,394	1,190



4.2 All Capital schemes now have a forecast profile showing proposed expenditure on a period by period basis which is being tracked at scheme level on a 4 weekly basis. The Original Budget for the 2013-14 Capital Programme Budget of £11.2m, was revised down to £11m to reflect the Capital Schemes' current priorities.

4.3 **Estates**

The revised capital budget for estates is £3.3m reduced from £5.2m largely reflecting the decision not to start work on the London South Custody suite £1.5m. Of the £3.6m Estates have spent £1.6m year to date or 48% of their budget including refurbishment of the HR Business Centre, Callaghan Square improvement, upgrades to air conditioning units and work associated with Birmingham New Street Station relocation. This represents a significant shift in the spend profile from previous years but for a number of schemes, because of timescales associated with specification development, contract award and lead in, approvals and site works, there remains some back end of year loading to spend.

Whilst reviews are under way to identify opportunities to start these projects earlier to ensure delivery in the year 2013/14, significant movements are unlikely. To assist in managing the well recognised risks associated with high end of year spend and not delivering to declared out-turn, the potential for bringing forward schemes proposed for 2014/15 and additional smaller schemes which might be completed in this year are now being reviewed with Areas.

4.4 **Technology**

The revised Technology Programme of £4.2m increased from £2.6m, reflects the revised Technology Strategy and resource availability within the Department. The expenditure to date of £1.4m or 34% of the programme reflects the development of a clear strategy to identify the work required prior to committing funds to specific projects. There is a strong delivery plan managed by Stephan Gehring (Technology Programme Manager) which sees the capital spend projections spread over the remaining periods.

The key risks to achievement of the out turn is due to business decisions taken regarding technology expenditure relating to the Data Warehouse and Optimising the



Network both projects are undergoing further reviews to identify the best options to take forward. This will have potential further impacts on the phased forecasts and full year under spend.

4.5 **Other Projects & Fleet**

The other projects have a revised budget of £479k with expenditure to date of £413k or 86% of the programme and are on schedule to deliver. Fleet although having spent £1.4m to date are confident of achieving the revised budget of £2.2m by year end, given that the precise details of the programme have been agreed and that the costs and timescales for delivery are clearly defined in the draw-down supply contract to guarantee accountability.

4.6 **Contingency**

It should be noted that the £900k contingency for the Full Year Forecast has been reduced by £0.6m following agreement by BTPA Finance Committee, reflecting the reduction in risks and therefore Contingency is reduced from £0.9m to £0.3m and is spread over the last 3 periods of the year and there are currently no requests to use this funding.

4.7 The total expenditure to date (£4.8m) is monitored periodically to the forecast expenditure to date. The key reasons for the variance to the full year forecast (£1.19m under spent) is due to business decisions taken regarding technology expenditure relating to the Data Warehouse and Optimising the Network both projects are being further reviewed to identify the best options to take forward. This will have potential further impacts on the phased forecasts and full year under spend. The Full Year Forecast is currently at £9.8m, reflecting a variance of £1.19m against the Revised Budget. (This includes the Full Year Forecast for contingency being reduced by £0.6m following agreement by BTPA Finance Committee, reflecting the reduction in the required Contingency from £0.9m to £0.3m).



4.8 The Network Rail funded Project CCTV Foundation and Priority Scopes are budgeted for this year at £1.8m plus VAT and £998k plus VAT respectively.

Period 9 - 2013-14				
Projects Monitoring table				
Project Name	Original Budget	Revised Budget	YTD Committed	Forecast to FYE
	£ '000	£ '000	£ '000	£ '000
CCTV Programme Foundation Scope - Phase 3	1,806	1,806	1,656	1,806
CCTV Programme Priority Scope - Phase 3	998	998	998	998
Total	2,804	2,804	2,654	2,804

4.9 In Appendix C is a phased profile of 2013/14 capital programme reflecting the best understanding of the timing of project expenditure by each portfolio area.

5 BALANCE SHEET

5.1 The BTPA/BTP balance sheet is presented in Appendix E as at the end of the third quarter (Period 9). The bank balance as at Period 9 is £30.5m and current assets exceed current liabilities by £33.4m.

5.2 It was requested at the last Finance Committee to provide an Aged Debtor report for EPSA's . There were 2 outstanding EPSA's last time as at this time there are none.

6. CASH FLOW

6.1 The cash flow reflects all known approved inflows and outflows and Appendix F shows the detailed analysis of cash forecast movements in 2013/14 as at Period 9. The cash flow forecast is based on known timings for income and expenditure for ongoing revenue expenditure and the capital programme.

7. RECOMMENDATION

7.1.1 It is recommended that the second quarter financial position and forecast for 2013/14 for the Revenue Budget, Capital Programme and Cash Flow balances are noted.

7.1.2 It is recommended to approve the revised Capital Programme for 2013/14 as set out in Appendix C.


APPENDIX A – SUMMARY BY AREA AND DEPARTMENT

	YTD Position as at Period 9				Full Year Forecast Position as at Period 9					
	Approved Budget	Actual	Variance		Original Budget	Budget Movements	Revised Budget	Forecast	Variance	
	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	%
FHQ Departments										
Deputy Chief Constable	8,824	8,743	81	0.9	13,255	893	14,147	14,090	57	0.4
Corporate Resources	20,272	20,616	(344)	-1.7	44,059	(1,776)	42,281	42,233	48	0.1
ACC Operation and Deployment Review	511	553	(42)	-8.2	0	2,515	2,515	2,515	0	0.0
Total FHQ Departments:	29,607	29,912	(305)	-1.0	57,314	1,632	58,944	58,838	105	0.2
Areas & Operational Departments										
Central Operations	11,502	11,195	308	2.7	18,666	(455)	18,211	18,153	58	0.3
ACC Scotland - Contact Centres	6,586	6,570	16	0.2	10,375	(147)	10,228	10,249	(21)	-0.2
London North	15,068	14,918	150	1.0	24,465	(512)	23,953	23,961	(8)	0.0
London South	16,711	16,481	230	1.4	26,673	(520)	26,153	26,029	124	0.5
North East	11,205	11,136	69	0.6	17,448	(128)	17,320	17,280	40	0.2
North West	11,010	10,930	80	0.7	16,926	79	17,005	16,949	56	0.3
Wales and Western	11,308	11,365	(57)	-0.5	17,768	35	17,803	17,912	(109)	-0.6
Scotland	8,096	8,202	(106)	-1.3	12,458	16	12,474	12,599	(125)	-1.0
L Area	35,740	35,858	(118)	-0.3	52,698	0	52,698	52,598	100	0.2
Total Areas & Operational Departments:	127,226	126,654	572	0.4	197,477	(1,632)	195,846	195,730	114	0.1
Total Net BTP	156,833	156,566	267	(1)	254,790	0	254,790	254,568	219	0.1
Cont. from Force Restructure Reserve*	0	0	0	0.0	0	0	0	0	0	
Cont. from previously identified savings	0	0	0	0.0	(1,600)	0	(1,600)	(1,600)	0	0.0
Total Net BTP (inc. release of provisions)	156,833	156,566	267	(2)	253,190	0	253,190	252,968	219	0.1

**APPENDIX B – SUMMARY BY EXPENDITURE AND INCOME**

	YTD Position at Period 9				Full Year Forecast Position as at Period 9					
	Revised Budget	Actual	Variance		Original Budget	Budget Movements	Revised Budget	Forecast	Variance	
	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	%
Expenditure										
Staff Costs										
Police Officer Pay	101,401	100,892	508	0.5	153,910	118	153,448	152,889	559	0.4
Police Officer Overtime	4,362	4,314	48	1.1	6,335	523	7,137	6,892	244	3.4
PCSO Pay	6,846	6,861	(15)	-0.2	10,369	75	10,382	10,561	(178)	-1.7
PCSO Overtime	70	56	14	20.0	162	(32)	120	107	13	10.5
Police Staff Pay	34,317	34,201	116	0.3	54,093	71	53,569	53,177	392	0.7
Police Staff Overtime	679	689	(10)	-1.5	406	528	1,025	1,049	(24)	-2.3
Non Staff Costs										
Premises	11,024	10,989	35	0.3	17,717	(426)	17,955	17,979	(24)	-0.1
Communications and Computers	7,214	7,218	(4)	-0.1	12,726	(1,679)	11,366	11,530	(164)	-1.4
Vehicle Costs	2,263	2,363	(100)	-4.4	3,518	61	3,547	3,659	(113)	-3.2
Travel and Hotels	1,153	1,089	64	5.6	1,546	120	1,673	1,626	47	2.8
Supplies and Services	8,634	9,318	(685)	-7.9	13,160	2,412	15,538	16,410	(872)	-5.6
Capital Charges etc.	(202)	(262)	60	-29.7	9,429	(268)	9,162	9,069	93	1.0
Total expenditure:	177,760	177,728	31	0.0	283,371	1,503	284,923	284,948	(27)	0.0
Income										
Enhanced PSA	(12,404)	(12,226)	(178)	1.4	(17,447)	(1,044)	(18,538)	(18,296)	(242)	1.3
Grants	(842)	(780)	(62)	7.4	0	(1,029)	(1,029)	(1,000)	(29)	2.8
Other Income	(7,680)	(8,155)	476	-6.2	(11,134)	(1,945)	(13,079)	(13,597)	518	-4.0
Total income:	(20,926)	(21,161)	236	-1.1	(28,581)	(4,018)	(32,647)	(32,893)	246	-0.8
Savings To Support Force Restructure	0	0	0	0.0	0	2,515	2,515	2,515	0	
Total Net BTP:	156,834	156,567	267	0.2	254,790	0	254,790	254,569	219	0.1
Contribution from Force Restructure Reserve*	0	0	0	0.0	0	0	0	0	0	
Contribution from previously found savings	0	0	0	0.0	(1,600)	0	(1,600)	(1,600)	0	0.0
Total Net BTP (inc. release of provisions)	156,834	156,567	267	0.2	253,190	0	253,190	252,969	219	0.1


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APPENDIX C BTP CAPITAL PROGRAMME PROFILE 2013/14

Department	Original 2013/14 Budget	Revised 2013/14 Budget - P9	Period 1-9 YTD Spend & Commitment	Period 10 Forecast	Period 11 Forecast	Period 12 Forecast	Period 13 Forecast	Period 9 Full Year Forecast	Forecast Variance against Original Budget	Forecast Variance against Revised Budget	Forecast Variance against YTD Spend&Commitment
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Estates	5,241	3,288	1,587	397	394	615	455	3,288	1,953	0	1,701
Technology	2,552	4,177	1,426	1,439	246	300	157	3,568	(1,016)	609	2,142
CCTV	35	0	(4)	0	0	0	0	(4)	39	4	0
Fleet	2,152	2,152	1,434	320	323	0	75	2,152	0	0	718
Other equipment etc	319	479	413	90	0	0	0	503	(184)	(24)	90
Contingency	900	900	0	0	100	100	100	300	600	600	300
TOTAL BTP FUNDED CAPITAL PROGRAMME	11,200	10,996	4,856	2,246	1,063	1,015	787	9,807	1,394	1,190	4,952



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Scheme	Approval Requirement/Status	Progress Comments	Original 2013/14 Budget	Revised 2013/14 Budget - P9	P9 YTD Spend plus Commitment	Period 9 Full Year Forecast	Variance Original Budget/Forecast	Variance Revised Budget / Forecast
			£000	£000	£000	£000	£000	£000
London South Custody	BTPA	Scheme Cancelled	1,500	0	0	0	1,500	0
Force Restructure Rationalisation	BTPA	Proposals to be developed inline with restructuring	0	391	123	391	-391	0
Estate Rationalisation Programme	Chief Executive	Works completed. Occupation 8/6/13.	300	176	230	240	60	-64
FHQ Basement Upgrade	FEB	Scheme Cancelled	350	0	0	0	350	0
FHQ Reception/ Security	FEB	Scheme Cancelled	350	0	0	0	350	0
Southampton Refurbishment	FEB	Scheme being developed with landlord.	300	100	9	100	200	0
Security	FEB	Scheme Cancelled	250	0	25	25	225	-25
Leicester East Street	FEB	Refurbishment of concourse office. Scheme being developed.	250	50	6	50	200	0
Birmingham New St Station	FEB	Temporary relocation to Axis House being implemented.	250	150	185	66	184	84
New Street, Birmingham *	SIB	Temporary relocation to Axis House being implemented.	0	164	164	164	-164	0
Minor Works Projects	Property Board	Schemes being developed to be approved by Property Board	250	250	228	299	-49	-49
Sunderland	SIB	Relocation to Home Office accomodation agreed. Minor scheme being	200	50	16	50	150	0
Wigan - relocation	SIB	Scheme being developed.	150	150	0	150	0	0
Birmingham Axis (AHQ) - replacement windows	SIB	Scheme Cancelled	150	0	0	0	150	0
Areas Lighting Upgrades	SIB	Scheme being developed.	115	115	0	115	0	0
Cambridge	SIB	Scheme being developed.	100	100	2	100	0	0
Glasgow Empire House - Relocation to Buchanan Ho	SIB	Scheme being developed.	100	100	0	1	99	99
Blundell St - Space Utilisation	SIB	Scheme being developed.	100	100	2	100	0	0
Capitalised Staff Costs	SIB	Temporary staff engaged.	75	75	0	52	23	23
Swansea - full refurbishment	SIB	Scheme being developed.	75	75	0	75	0	0
FHQ Lighting upgrades	SIB	Scheme being developed.	60	60	0	60	0	0
Pontypriid	SIB	Scheme being developed.	50	50	0	50	0	0
Manchester Victoria - new accommodation	SIB	Scheme being developed.	50	120	6	120	-70	0
Birmingham Axis (AHQ) - refurbishment	SIB	Scheme Cancelled	50	0	0	0	50	0
FHQ Server room air conditioning	SIB	Scheme being developed.	35	35	0	35	0	0
FHQ Air conditioning control & zoning	SIB	Scheme being developed.	30	30	0	30	0	0
Nottingham	SIB	Relocation back into main premises. Additional upgrade works two part	0	0	6	6	-6	-6
Maidstone West	SIB	Design proposals being discussed with TOC.	0	250	109	230	-230	20
Stamp Duty Land Tax Ebury Bridge	SIB	Awaiting completion of lease	0	56	0	56	-56	0
Stamp Duty Land Tax Holmes	SIB	Scheme being developed	0	37	0	24	-24	13
Replacement of AV equipment in FHQ meeting room	SIB	Proposals being developed.	0	55	0	55	-55	0
Newcastle	SIB	Scheme Cancelled	0	0	0	0	0	0
York	SIB	Scheme Cancelled	0	0	0	0	0	0
Darlington	SIB	Scheme Cancelled	0	0	0	0	0	0
Spring House - Air Con - new			0	0	0	50	-50	-50
Spring House	SIB	Scheme being developed	0	40	40	40	-40	0
Spring House - GYM	SIB	New scheme	0	38	0	38	-38	0
FHQ- Meeting Room *	SIB	Proposal scoped. Awaiting technology resources to implement.	0	38	0	38	-38	0
Air Conditioning Upgrades*	SIB	Scheme of priority works being developed.	100	120	92	124	-24	-4
FHQ Server Room *	SIB	Work to be completed shortly.	0	34	20	20	-20	14
Callaghan Square (Improvements) *	SIB	Completed	0	120	140	140	-140	-20
Guilford (Toilets) *	SIB	Being developed	0	0	4	4	-4	-4
HRBC - Improvements (Restructure) *	SIB	Scheme nearing completion	0	159	183	190	-190	-31
Total Estates			5,241	3,288	1,587	3,288	1,953	0



Scheme	Approval Requirement/ Status	Original 2013/14 Budget	Revised 2013/14 Budget-P9	P9 YTD Spend plus Commitment	Forecast	Variance Original Budget/Forecast	Variance Revised Budget/Forecast	Variance Revised Budget / Spend & Commitment
		£000	£000	£000	£000	£000	£000	£000
Desktop Virtualisation	BTPA	1,100	0	0	0	1,100	0	0
Infrastructure Maintenance	FEB	200	200	176	200	0	0	24
Iccs System Upgrade	FEB	100	100	60	94	6	6	40
Airwave Replacement & Upgrade	SIB	350	350	42	350	0	0	308
Data Optimisation	SIB	185	0	0	0	185	0	0
Airwave Covert	SIB	110	110	70	110	0	0	40
Cyclic Replace Prog-Laptops	SIB	100	100	47	100	0	0	53
Information Management Systems	SIB	80	0	0	0	80	0	0
Messaging (Outlook & Blackberry)	SIB	70	70	0	70	0	0	70
Network Security	SIB	50	30	0	30	20	0	30
Data Centralisation	SIB	40	0	0	0	40	0	0
Active Directory Management and Maintenance	SIB	30	0	0	0	30	0	0
Disaster Recovery Investment	SIB	0	0	0	0	0	0	0
London Bridge Airwave Scheme	SIB	27	27	0	27	0	0	27
Technology Board Operational Development	Tech Board	100	100	104	104	-4	-4	-4
Telephone Handsets Spares	Tech Board	10	10	0	6	4	4	10
Cyclic Replacement- Desktops	Chief	0	353	249	351	-351	-2	104
Creation of an Enterprise Data Warehouse	SIB	0	450	0	500	-500	-50	450
Essential Modifications to support the Force Restructure	Chief	0	300	0	300	-300	0	300
Replacement of the ANPR Back-Office Facility	SIB	0	66	74	74	-74	-8	-8
Redevelopment of the Force Intranet	SIB	0	60	0	60	-60	0	60
Replacement of the Intranet Platform *	SIB	0	60	14	59	-59	1	46
Installation of Additional Server and Storage Capacity*	Chief	0	403	285	403	-403	0	118
Installation of Additional Backup Storage*	Chief	0	420	218	218	-218	202	202
Optimisation of the Force Network*	Chief Exec	0	720	0	360	-360	360	720
Upgrade to Windows and MS Office/Exchange 2010*	Tech Board	0	30	0	30	-30	0	30
E-Custody Project - Foot Pedal Control Units	Tech Board	0	10	0	0	0	10	10
E-Custody Project - Livescan Interface	Tech Board	0	13	0	0	0	13	13
Case system project – capital funding requirement	SIB	0	54	0	0	0	54	54
Replacement Mobile Device Encryption - new	SIB	0	33	0	33	-33	0	33
Disaster Recovery Phase 2*	BTPA	0	108	86	86	-86	22	22
Total Technology		2,552	4,177	1,426	3,568	-1,016	609	2,751
CCTV								
Scheme	Approval Requirement/ Status	Original 2013/14 Budget	Revised 2013/14 Budget-P9	P9 YTD Spend plus Commitment	Forecast	Variance Original Budget/Forecast	Variance Revised Budget/Forecast	Variance Revised Budget / Spend & Commitment
		£000	£000	£000	£000	£000	£000	£000
Retrieval Cadre Equipment	SIB	17	0	0	0	17	0	0
Siraview Software	SIB	18	0	-4	-4	22	4	4
Total CCTV		35	0	-4	-4	39	4	4



Scheme	Approval Requirement/Status	Original 2013/14 Budget	Revised 2013/14 Budget P9	P9 YTD Spend plus Commitment	Forecast	Variance Original Budget/Forecast	Variance Revised Budget/Forecast
		£000	£000	£000	£000	£000	£000
Fleet Replacement Programme	SIB	2,077	2,077	1,434	2,077	0	0
Unplanned insurance write off provision	SIB	75	75	0	75	0	0
		2,152	2,152	1,434	2,152	0	0
Other Equipment							
Scheme	Approval Requirement/Status	Original 2013/14 Budget	Revised 2013/14 Budget P9	P9 YTD Spend plus Commitment	Forecast	Variance Original Budget/Forecast	Variance Revised Budget/Forecast
		£000	£000	£000	£000	£000	£000
Deputy Chief Constables							
Integrated Audit Software	SIB	50	50	82	82	-32	-32
Social Media and Marketing	SIB	23	23	5	23	0	0
Vigilance Pro	SIB	0	75	49	75	-75	0
Replacement of Photographic Equipment	SIB	133	160	154	160	-27	0
Freezers	SIB	20	24	0	24	-4	0
HTCU Fibre Optic cabling for server	Tech Board	15	0	0	0	15	0
Upgrade to Fingerprint SP lift printer - new	Tech Board	6	0	0	0	6	0
KIM/Socrates Link - new	Tech Board	12	15	0	15	-3	0
Rapid DNA Profiling Equipment	Tech Board	0	0	0	0	0	0
Replacement of Photographic workstation	SIB	0	12	11	11	-11	1
SRU Equipment							
Thermo IdentilFinder 2	SIB	60	60	52	52	8	8
Corporate Resources							
Information Management	SIB	0	0	0	0	0	0
Crime							
Pegasus Upgrade	SIB	0	60	60	60	-60	0
		319	479	413	503	-184	-24



**BRITISH
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APPENDIX D – BRITISH TRANSPORT POLICE BUDGET WORKFORCE TARGET AS AT PERIOD 9

Table 1: Area Budgeted Workforce Target	Police Officers				Police Staff				PCSOs				Total Employees			
	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)
London North	452	457	452	-5	94	94	83	-11	97	96	100	4	643	647	635	-13
London South	408	406	400	-6	84	84	78	-6	51	51	55	4	543	541	534	-7
London Underground	670	670	673	4	247	247	223	-24	106	106	100	-6	1,023	1,023	996	-27
North East	277	279	269	-10	66	63	60	-3	16	16	16	0	359	358	344	-14
North West	257	258	261	3	60	62	56	-5	32	31	32	1	349	351	349	-1
Scotland	228	225	230	5	54	51	46	-5	No PCSOs in Scotland				282	276	276	0
Wales & Western	258	265	264	-1	71	69	69	0	63	65	63	-2	392	398	395	-3
Total Areas	2,550	2,560	2,549	-11	676	670	615	-55	364	365	366	1	3,590	3,593	3,529	-65

Table 2: FHQ Departments Budgeted Workforce Target	Police Officers				Police Staff				PCSOs				Total Employees			
	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)
ACC Scotland	27	27	28	1	241	241	231	-10	No PCSOs				268	268	258	-10
Central Operations	245	222	219	-3	89	80	78	-2	No PCSOs				334	302	297	-5
Corporate Resources	30	30	32	2	329	329	318	-11	No PCSOs				359	359	350	-9
DCC Group	26	26	24	-2	204	204	191	-13	No PCSOs				230	230	215	-15
Force Review	2	2	2	0	9	9	9	0	No PCSOs				11	11	11	0
Total FHQ Departments	330	307	305	-2	872	863	827	-36	No PCSOs				1,202	1,170	1,132	-39

Table 3: Overall Budgeted Workforce Target	Police Officers				Police Staff				PCSOs				Total Employees			
	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)
	2,880	2,867	2,854	-13	1,548	1,533	1,441	-92	364	365	366	1	4,792	4,763	4,660	-104



APPENDIX E BALANCE SHEET AS AT 23 NOVEMBER 2013

Statement of Financial Position as at	Nov 23, 2013
	£
Intangible Non Current Assets	
Software and Licences	6,584,546
Tangible Non Current Assets Assets	
Land & Buildings	30,528,696
Plant & Machinery	8,488,696
Motor Vehicles	7,290,868
Fixtures & Fittings	905,690
Information Technology	7,927,297
	<u>55,141,247</u>
Total Non-Current Assets	<u>61,725,793</u>
Current Assets	
Inventories	816,590
Receivables	
- Accounts Receivable	14,748,872
- Other Receivables	1,524,714
- Income Accruals	10,267,104
- Prepayments	4,148,974
	<u>30,355,157</u>
Cash and cash equivalents	
- Bank	30,456,856
- Petty Cash	8,781
	<u>30,465,637</u>
Current Liabilities	
Trade Payables	(3,296,382)
Accruals	(7,472,427)
Payroll Payables	(16,710,017)
Other Payables	(749,074)
Net Current Assets/(Liabilities)	<u>33,409,482</u>
Total Assets less Current Liabilities	95,135,274
Add:	
Non Current Receivables	0
Less:	
Payables falling due after more than one year	(1,028,442)
Provisions for liabilities and charges	(873,350)
Net assets excluding pension liability	<u>93,233,482</u>
Pension liability	(474,180,000)
TOTAL ASSETS LESS LIABILITIES	<u>(380,946,518)</u>
FINANCED BY:	
General Reserve	87,728,593
Revaluation Reserve	5,504,890
Pension Reserve	(474,180,000)
	<u>(380,946,518)</u>


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APPENDIX F FORECAST CASHFLOW POSITION TO 31st MARCH 2014

	01-Nov	29-Nov	27-Dec	23-Jan	21-Feb	31-Mar
	£'000	£'000	£'000	£'000	£'000	£'000
INCOME						
Direct Debit PSA Invoices	14,532	14,532	14,532	14,532	14,532	29,064
EPSA Invoices	1,646	1,996	1,156	2,400	2,361	2,449
LU Salaries Advance	2,900	3,478	0	7,000	3,500	7,000
LU Miscellaneous Invoices	1,622	1,584	1,361	1,400	1,400	2,800
Miscellaneous Invoices (*a)	490	490	490	490	490	980
Miscellaneous Income (Local Bankings)	394	159	167	150	150	300
Total Income	21,584	22,239	17,706	25,972	22,433	42,593
EXPENDITURE						
Salaries	(9,273)	(9,508)	(9,141)	(9,300)	(9,100)	(18,200)
Tax & National Insurance	(7,886)	(3,897)	(4,017)	(4,000)	(3,883)	(7,766)
Pensions	(3,429)	(3,410)	(3,429)	(3,400)	(3,400)	(5,770)
Other Salary Expenditure	(227)	(225)	(228)	(230)	(230)	(460)
VAT	(95)	(106)	(106)	(106)	(106)	(212)
Payments For Goods & Services - Revenue	(3,665)	(3,629)	(3,836)	(4,800)	(4,800)	(9,600)
Total Expenditure	(24,575)	(20,775)	(20,757)	(21,836)	(21,519)	(42,008)
Total Income	21,584	22,239	17,706	25,972	22,433	42,593
Total Expenditure - Revenue	(24,057)	(19,325)	(20,163)	(20,945)	(20,276)	(38,281)
Total Expenditure - Capital	(518)	(1,450)	(594)	(891)	(1,243)	(3,727)
Total Cash Inflow /(Outflow)	(2,991)	1,464	(3,051)	4,136	914	585
Opening Bank balance	26,986	23,995	25,459	22,408	26,544	27,458
Closing Bank balance	23,995	25,459	22,408	26,544	27,458	28,043

Notes

*a Includes West Coast £4.9m